OPERATIONS BUSINESS TEAM
October 11, 2000 (DRAFT)

	OPPORTUNITY CATEGORY	DECISIONS AND ACTIONS	STATUS / ISSUES / COMPLETION DATES	NEXT OBT REVIEW DATE	RESPONSIBLE PERSON(S)
1	Consumer Connection	Banded Paper Cigarette Licensing	Update given covering objectives, licensing and confidentiality agreements, and royalties. Meetings with potential licenses to begin 10/10/00 (Lorillard). Will complete paper making technical transfer package by 12/1/00. Need to review scenario in which technology is installed at a manufacturer other than SWM to make paper for competitors.	DONE	H. Alonso
2	Compliance	EHS Assessment 1st Half 2000 Results	Assessment results for 1st half of 2000 reviewed.	DONE	D. Milby
3	Compliance	Product Special Situations & Interim Product Retrieval Training	Training conducted providing background and set up for the scheduled 10/16/00 Retrieval Simulation Exercise.	DONE	J. Carboni
4	Compliance	QUARTERLY Review - Warrant Response Plan	Review conducted.	DONE	J. Holleran
5	Costs & Cash Flow	Strategic Plan Measures	Presentation made reviewing 8 proposed Operations measures. Operations Planning will add 2 or 3 measures that cover organizational health. Whatever measures we decide on will be reviewed at the beginning of each OBT meeting.	DONE	H. Burnley
6	Compliance	Team Check In	All OBT presentations shall have the following noted on each page: "OB T Presentation", date and page number.	DONE	OBT
7	Consumer Connection	Team Check In	Current SCOR planning activities reviewed. Operations will present the plan supporting the the SCR Imperative at the Meeting of 70 scheduled for 11/1 - 11/3/00. H. Burnley to chair planning meeting on 10/16/00 in preparation for Meeting of 70. Still plan to do PI testing of SCR 2002 product at INBIFO.	DONE	H. Alonso & H. Burnley
8	Consumer Connection	Team Check In	G. Cummings to review Inserts / Onserts / Outserts for the NPC at their next meeting (11/17/00). Operations to procure sufficient equipment to support 15 bn. production for the SCOR Imperative.	DONE	G. Cummings

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9	Quality System Implementation	Manufacturing Quality System Implementation Plan	*Presentation made. Will conduct an in depth review (2 days offsite) of the QS Implementation Plan under specific regulation for cigarettes.*	*DONE*	J. Carboni
10	Quality System Implementation	3rd Quarter Management Review	Presentation made. All domestic Marlboro cartons requiring spare out conversion will be completed by the end of 2001. Current plan is to coordinate spare out on other brands with planned cylinder changes. By end of 2000 plan to be able to track all Marlboro cartons with date codes. Plan to have all packs date coded during 1st Q, 2001. Will follow up on progress regarding food grade lube oil for CM equipment at next review.	DONE	J. Carboni & G. Cummings & H. Long
11	Quality System Implementation	Quality System S Curve & Milestone Update	Update given. Still need to work through implementation schedules and Manufacturing plan before end date for implementation can be established. Current projection is that implementation end date will be established by the end of 2000.	DONE	J. Carboni
12	Costs & Cash Flow	Strategic Plan - Project Resource Discussion	L. Pulsifer to facilitate discussion. Time: 4 hrs.	TBD	H. Burnley
13	**Compliance**	**Proposed Communication Plan to Employees (Regarding Workplace Safety Issues)**	**C. Stiff to make presentation. Time: 30 min.**	**10/12/00**	**C. Schwartz**
14	**Consolidation & Integration**	**Enterprise Software Standardization Project**	**K. Lowrance to make presentation. Time: 30 min.**	**10/12/00**	**H. Long**
15	**Costs & Cash Flow**	**2001 OB Review**	***Department / Function Heads to present their portions of 2001 OB. Time: 4 hr..***	**10/12/00**	**M. Saine**
16	**Incentives & Compensation**	***PPP Rollup / IC / Stock Review***	***R. Driver to facilitate. Time: 1 hr.***	**10/12/00**	**K. Benner**
17	Costs & Cash Flow	MONTHLY - Operations Budget Update for September	E. Johnson to give update. Time: 30 min.	10/26/00	M. Saine
18	Costs & Cash Flow	Operations Measures	K. Kriva to give update. Time: 20 min.	10/26/00	H. Burnley

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19	Costs & Cash Flow	Operations Strategic Plan Update	L. Pulsifer to facilitate review by OBT for direct reports.	10/26/00	H. Burnley
20	Costs & Cash Flow	QUARTERLY Review - Strategic Equipment Reserve	R. Arents to make presentation. Time: 20 min.	10/26/00	H. Burnley
21	*Quality System Implementation*	*Review of 3rd Party Assessment Results*	*A. Crincoli to review results. Time: 45 min.*	*10/26/00*	*J. Carboni*
		NOTE: The 10/26/00 meeting will end at 12 noon.		*10/26/00*	
22	Costs & Cash Flow	MONTHLY - Operations Budget Update for October	E. Johnson to give update. Time: 30 min.	11/30/00	M. Saine
23	Costs & Cash Flow	Operations Measures	K. Kriva to give update. Time: 20 min.	11/30/00	H. Burnley
24	Costs & Cash Flow	QUARTERLY - Review of Open Capital Projects	R. Sarmento to make presentation. Time: 30 min.	11/30/00	M. Saine
25	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	11/30/00	H. Burnley
26	Organizational Capability	*Advancement Planning Confirmation Process Update*	R. Driver to give update. Time: 30 min	*11/30/00*	K. Benner
27	Organizational Capability	Technical Ladder Promotion Review	R. Driver to facilitate. Time: 2 hrs.	11/30/00	K. Benner
28	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	11/30/00	J. Carboni
29	Compliance	QUARTERLY Review - Warrant Response Plan	J. Holleran to circulate plan for revisions prior to meeting. Time: 5 min.	12/18/00	J. Holleran
30	Costs & Cash Flow	MONTHLY - Operations Budget Update for November	E. Johnson to give update. Time: 30 min.	12/18/00	M. Saine
31	Costs & Cash Flow	Operations Measures	K. Kriva to give update. Time: 20 min.	12/18/00	H. Burnley

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32	Costs & Cash Flow	Strategic Plan Review	L. Pulsifer to facilitate review. Time: 1 hr. 30 min.	12/18/00	H. Burnley
33	Organizational Capability	Strategies for Hourly Hiring	Presentation made 9/28/00 reviewing 3 phase hiring strategy dealing with sourcing, selection and training of a 10X workforce. Need to define skills for workers as soon as possible and define timeline for selection system. Will update OBT on strategy at December meeting.	12/18/00	K. Benner
34	Quality System Implementation	Quality System S Curve & Milestone Update	J. Williams to give updates. Time: 45 min.	12/18/00	J. Carboni
35	Organizational Capability	Project Management Capability Center	M. Wright to make presentation	*1/12/01*	K. Benner
36	Organizational Capability	Re-engineering Supervisor's Role	M. Wright to make presentation	*1/12/01*	K. Benner
37	Quality System Implementation	SEMI-ANNUAL - Review of PM USA Sanitation Program	D. Chadick to make presentation	1/12/01	R. Cox & JAC
38	Costs & Cash Flow	Manufacturing Yield Measures	J. Calloway to give update.	3/15/01	S. Rivera

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